

Town of Carlisle

MASSACHUSETTS 01741

Office of
PLANNING BOARD

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Carlisle, Massachusetts 01741
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Minutes February 1, 2022

Joint meeting with Select Board

Presentation of draft Master Plan report by the Master Plan Steering Committee

PB members joined the Select Board meeting already in progress, and Co-Chair Madeleine Blake called the PB's virtual meeting to order at 7:00 pm. Members Rob Misek, Adelaide Grady and Sara Smith were present. Town Administrator Tim Goddard hosted the meeting on a Zoom platform.

Select Board (SB) members Barney Arnold (Chair), Dave Model, Kate Reid, Nathan Brown and Luke Ascolillo were present.

Acting Planning Administrator/Building Commissioner Jon Metivier, Assistant to Planner Gretchen Caywood, Town Administrator Tim Goddard, Executive Assistant Jenn Gibbons, Judi Barrett and Alexis Lanzillotta (both of Barrett Planning Group), Master Plan Steering Committee Chair Jack Troast and members Bob Zogg, Kerry Kissinger, Christina Christodoulopoulos, Deborah Bentley, and Mary-Lynne Bohn, Angela and Dana Smith (Martin St), (Sarah Hart (Fifty Acre Way), Marc Wey (Acton St), Linda Kistler (Heald Rd), Nancy Pierce (Westford St), John Lee (Lowell St), Larry Sorli (Westford St), Poliana Yee (Rutland St), Michael Ansara (Lowell St), Steve Hinton (East St), Jay Luby (Woodbine Rd), Elizabeth Lester (Acton St), Glenn Reed (Rutland St), Jonathan Wey (Acton St), Lynne Lipinsky (Craigie Cir), Stacey Lennon (Stearns St), Lee Storrs (Brook St), Donna Vienneau (Acton St), Bob Zielinski (Acton St), and Betsy Fell (Carlisle Mosquito) were also in attendance.

PB Co-Chair Blake explained that this meeting will include a presentation on the Master Plan (MP) draft report with preliminary questions mainly from the SB and the PB, with upcoming opportunities for public input. Blake thanked the MPSC members, past and present, for their intense and persistent efforts over the past 5 years to bring this plan together, expressing that the MP draft report is very well done and will definitely be valuable to the town. PB Co-Chair Blake also recognized former PB Chair Peter Gambino for getting the MP process started.

MP Project Manager Lanzillotta gave a PowerPoint presentation on the draft MP report, reviewing how the document is organized, its key recommendations for the Town, suggested approaches to implementation, a proposed plan for public input, and feedback received to-date on the plan recommendations. The key recommendations offered by the draft MP are organized into 4 major areas:

- Coordinated land use planning and policy development
- Coordinated fiscal planning and municipal human resources
- Coordinated facilities planning
- Planning for environmental sustainability

The draft MP report also recommended additional tools to support the Town's ability to conduct long-range strategic planning, which include increased staff and volunteer capacity to oversee the implementation of the MP and technology resources such as integrated municipal use of GIS (geographic information systems) technology. An electronic copy of the MP presentation is attached to this document.

PB Co-Chair Blake opened the discussion to questions from the SB. Selectperson Brown complemented the MPSC and its consultants on their excellent work to bring this draft to fruition. Brown referred to the plan recommendation for the development of a conceptual plan for the Banta Davis property/Mosely land and asked if there was any discussion to expand this to other Town properties, or recommendations on a property the Town may want to purchase. Troast explained that while a specific recommendation was not made concerning other Town properties, one of the appendices to be added to the draft MP will illustrate the possible developable parcels of land in Carlisle. He added that some of the Town-owned land, such as the Conant land, contains significant wetlands and ledge, making development of some areas of the parcel difficult. Selectperson Brown suggested that if we identify parcels that might be useful for municipal property, we could be prepared if a property comes up for sale. He suggested prioritizing these parcels, and providing input on how they might be used, and where the funds might come from. Troast agreed, pointing out that the MP recommends developing criteria for evaluating land, identify financial resources, and being as prepared as possible to operate proactively when a parcel becomes available to the Town. Judi Barrett gave an example of one town's use of a rolling RFP that it issues every few months, stating the town's land criteria. In this way if someone decides to sell their land, there is a running RFP already in place.

Selectperson Brown also asked about the recommended focus for the Affordable Housing Trust (CAHT). Lanzillotta addressed the matter of affordable housing vs middle housing, pointing out the CAHT recommendation is specific to strengthening the CAHT by laying out a strategic plan for affordable housing. The recommendation regarding middle housing is toward zoning changes. Barrett added that the missing middle housing is a form concept addressed by allowing more units on land.

PB Co-Chair Blake asked if there has been discussion as to how the MP Implementation Committee should be formed. Troast said that this has been discussed, and that an Implementation Committee (MPIC) will benefit from new volunteers, along with participation of some experienced ones, such as a few MPSC members. Lanzillotta suggested that the MPIC could provide an annual report to the SB and PB. She added that there should be liaisons to the MPIC from various boards and committees, and that while the SB is the appointing body, the PB should be very involved in the formation of the MPIC. SB Chair Arnold pointed out that professional staff time will be needed to help drive the process.

Selectperson Model said that the data gathering and analysis process of developing the MP draft has proved very useful to understand what people are thinking regarding the future of the town, and it is one of several mechanisms for improving cross communication between the various functions of the Town. He noted that the composition of the MPIC should be determined at least in part by the activities that are ongoing, the top priority recommendations, and determining the level of volunteer and staff time required. It is then up to the SB and FinCom to prioritize those resource allocations. Selectperson Model suggested convening again to determine the next phase – what kind of cross section of residents and Town employees should participate, and what is their mission.

At this point, PB Co-Chair Blake thanked everyone for their participation. Troast added that appendices and maps will be added to the draft MP, then with MPSC approval, the draft MP will be posted to the website for 30 days with a link to provide feedback. The MP Outreach Team will then review and compile input, and the MPSC will meet to review feedback and determine changes to the MP. The revised MP will then be submitted for PB acceptance. PB Co-Chair Blake invited the public to the 2/28/22 PB meeting to provide feedback on the draft MP report.

At 8:36 pm, Misek moved and Grady seconded the adjournment of the PB meeting, and the motion was approved unanimously (4-0) by roll call vote.

Respectfully Submitted,

Gretchen Caywood
Assistant to Planner
Carlisle Planning Board

List of documents associated with this meeting (available via the Planning office):

- Link to draft Master Plan Report:
https://www.dropbox.com/s/ogj79svvjkfdlr/Carlisle_Master_Plan_Preliminary_Draft_for_SB_and_PB_01-27-2022.pdf?dl=0
- PowerPoint presentation entitled “Master Plan Presentation” dated 2/1/22
(attached)

please see next page



CARLISLE FORWARD

Path to a Sustainable Future

A graphic element consisting of two parallel, green, chevron-shaped arrows pointing upwards and to the right, positioned below the main title.

MASTER PLAN PRESENTATION

Joint Meeting with the Select Board and Planning Board

February 1, 2022 • 7:00pm

MEETING TOPICS

- Introductions
- Document Organization
- Key Recommendations
- Approach to Implementation
- Proposed Plan for Public Input
- Feedback on Recommendations
- Q&A



PROJECT TEAM

Master Plan Steering Committee

Jack Troast, Chair
Barney Arnold
John Ballantine
Debbie Bentley
Mary-Lynne Bohn

Christina Christodoulopoulos
Janne Corneli
Kerry Kissinger
Kate Reid
Nancy Shohet West
Bob Zogg

Barrett Planning Group

Alexis Lanzillotta
Judi Barrett



MEETING TOPICS

- ✓ Introductions
- Document Organization
 - Key Recommendations
 - Approach to Implementation
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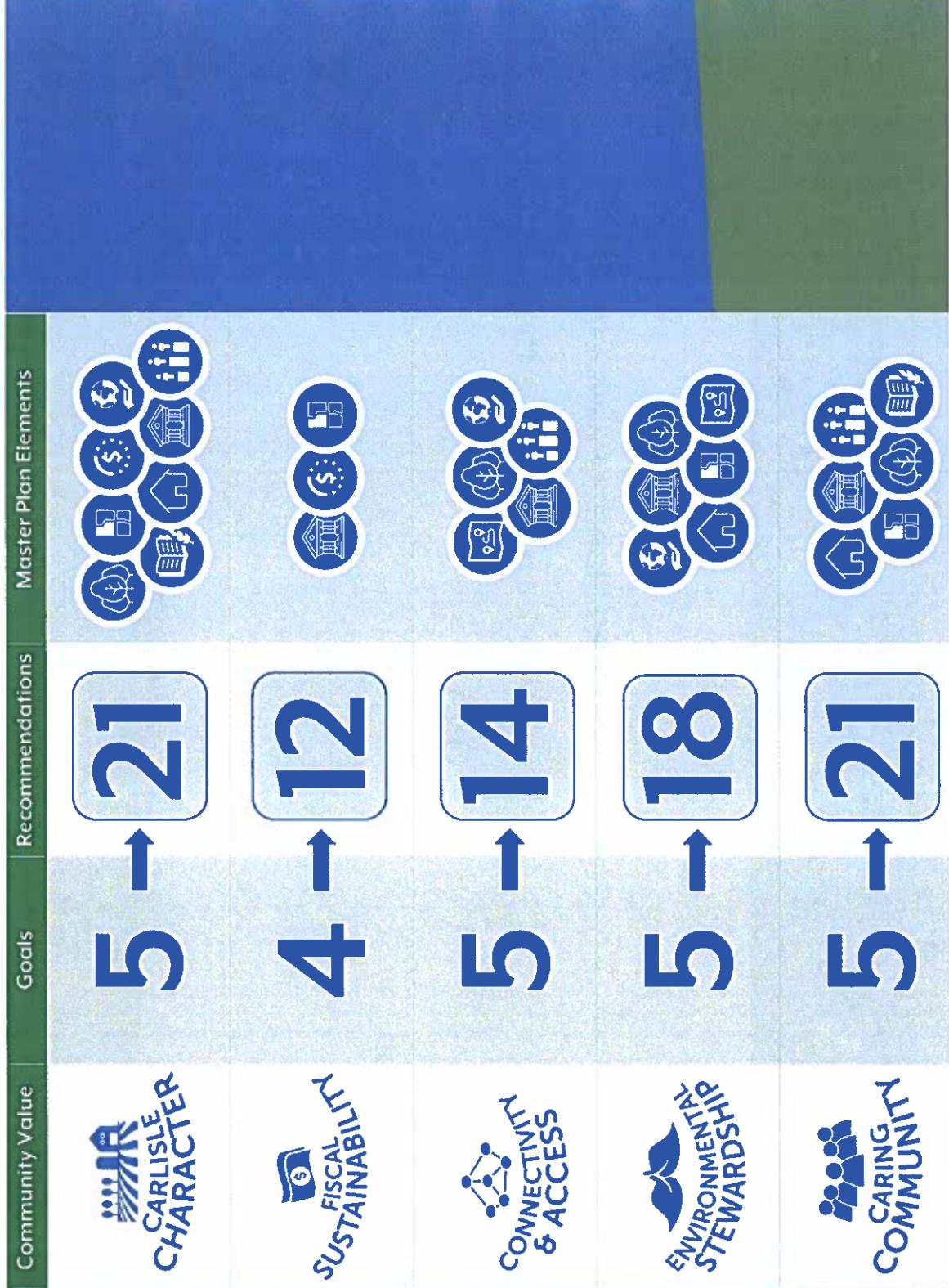
DOCUMENT ORGANIZATION

- Executive Summary
- Chapter 1: Introduction
- Chapter 2: Plan Framework
- Chapter 3: Carlisle Character
- Chapter 4: Fiscal Sustainability
- Chapter 5: Connectivity & Access
- Chapter 6: Environmental Stewardship
- Chapter 7: Caring Community
- Chapter 8: Approach to Implementation
- APPENDIX
 - Appendices A-I: Existing Conditions Reports
 - [PENDING] Appendix J: Land Use, GIS, and Development Potential Summary
 - [PENDING] Appendix K: Facilities Needs Report
 - [PENDING] Appendix L: Financial Projection Model Summary



MASTER PLAN ELEMENTS





RELATIONSHIP TO COMMUNITY VALUES

MEETING TOPICS

- ✓ Introductions
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KEY RECOMMENDATIONS

- Plan includes a total of **86 recommendations** included under **24 goals** across **5 community values**.
- Of these, the MPSC identified key recommendations that would enable the Town to take a more proactive and comprehensive approach to decision-making.
- These recommendations have been organized into four focus areas:
 - **Coordinated Land Use Planning and Policy Development**
 - **Coordinated Fiscal Planning**
 - **Coordinated Facilities Planning**
 - **Planning for Environmental Sustainability**



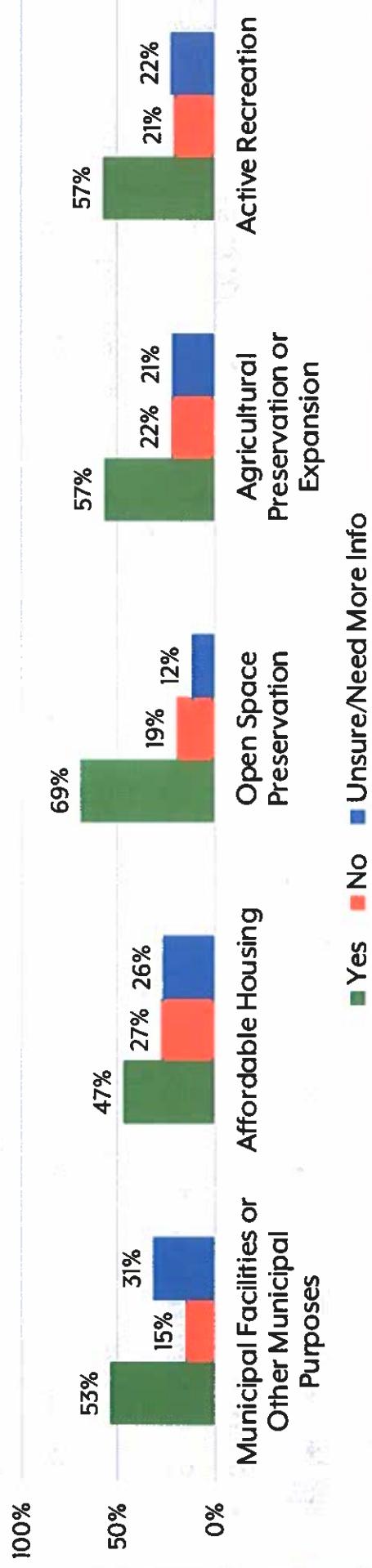
KEY RECOMMENDATIONS:

Coordinated Land Use Planning & Policy Development

Coordinated Land Use Planning & Policy Development recommendations encourage balancing and integrating multiple community needs and values such as open space protection, municipal facilities and infrastructure, agricultural uses, and housing alternatives.

Fall 2021 MPSC Survey (634 responses)

Should the Town proactively acquire land as it becomes available to meet community needs for...?



KEY RECOMMENDATIONS:

Coordinated Land Use Planning & Policy Development

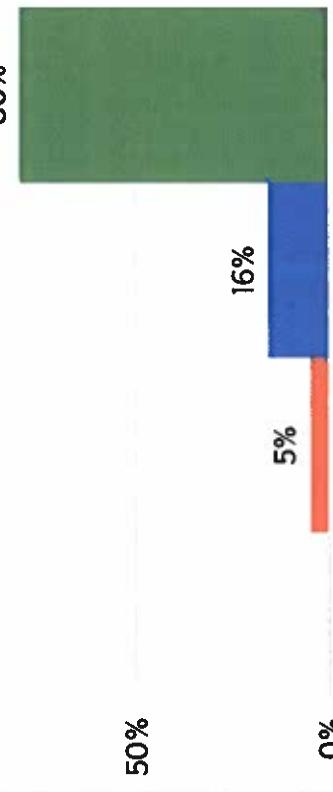
Summer 2021 MPSC Survey (695 Responses)
Excerpt from Carlisle Character Questions

100%

80%

Fall 2021 MPSC Survey (634 Responses)
Should the Town allow small multi-family
development in keeping with town character in
select areas to allow for “missing middle”
housing?

0%
50%
100%

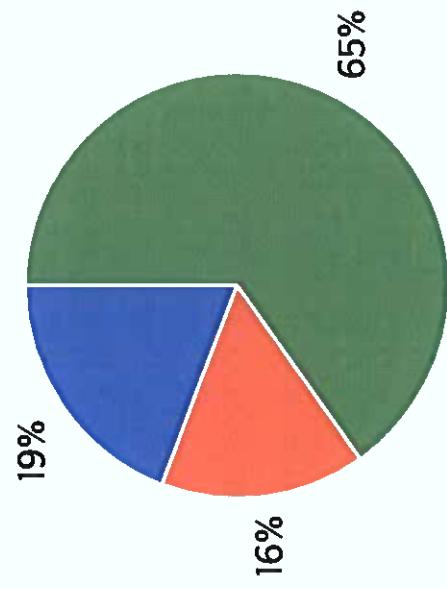


Ensure that local policies and land use decisions
consider multiple Town goals and community needs.

■ Not at all Important or Not Important

■ Neutral

■ Important or Very Important



■ Yes ■ No ■ Unsure/Need More Info

KEY RECOMMENDATIONS:

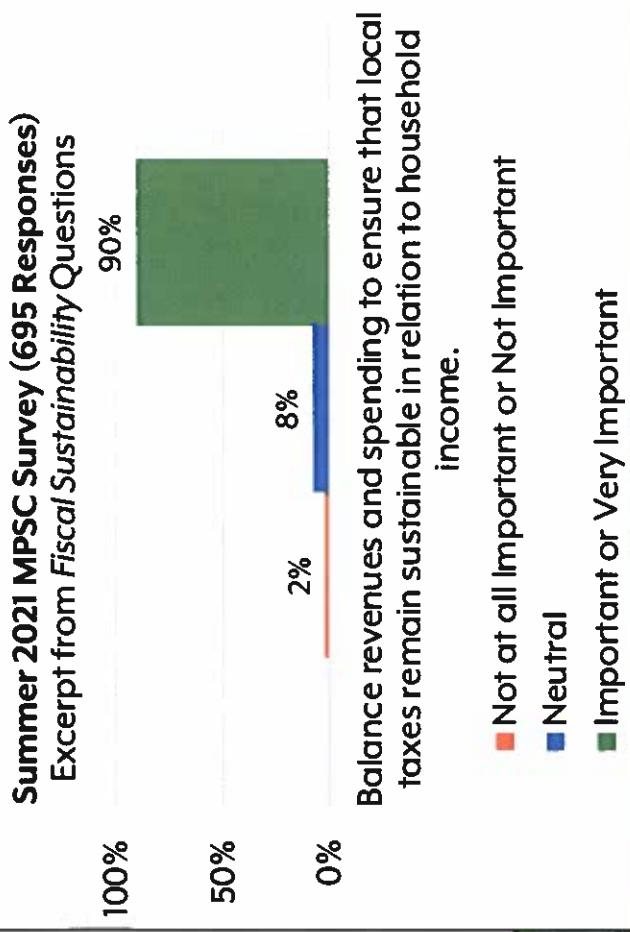
Coordinated Land Use Planning & Policy Development

| RECOMMENDATION | CHAPTER |
|---|-----------------------------|
| 4D. Develop comprehensive criteria for evaluating land for various purposes and community needs. | Ch.3, Carlisle Character |
| 7B. Engage the community in the development of a conceptual plan for the Banta Davis/Mosley land that incorporates multiple community needs. | Ch.5, Fiscal Sustainability |
| 20A. Develop and implement a strategic plan for the Affordable Housing Trust that includes implementing a public education program about fair housing and affordable housing and consistently maintaining an up-to-date Housing Production Plan. | Ch.7, Caring Community |
| 20B. Pursue regulatory changes to promote housing diversity and allow development of “missing middle” housing in specified areas. | Ch.7, Caring Community |

KEY RECOMMENDATIONS

Coordinated Fiscal Planning & Municipal Human Resources

Coordinated Fiscal Planning & Municipal Human Resources recommendations look to enable a strategy for understanding both Town finances and creating improved personnel efficiency and organization.



KEY RECOMMENDATIONS

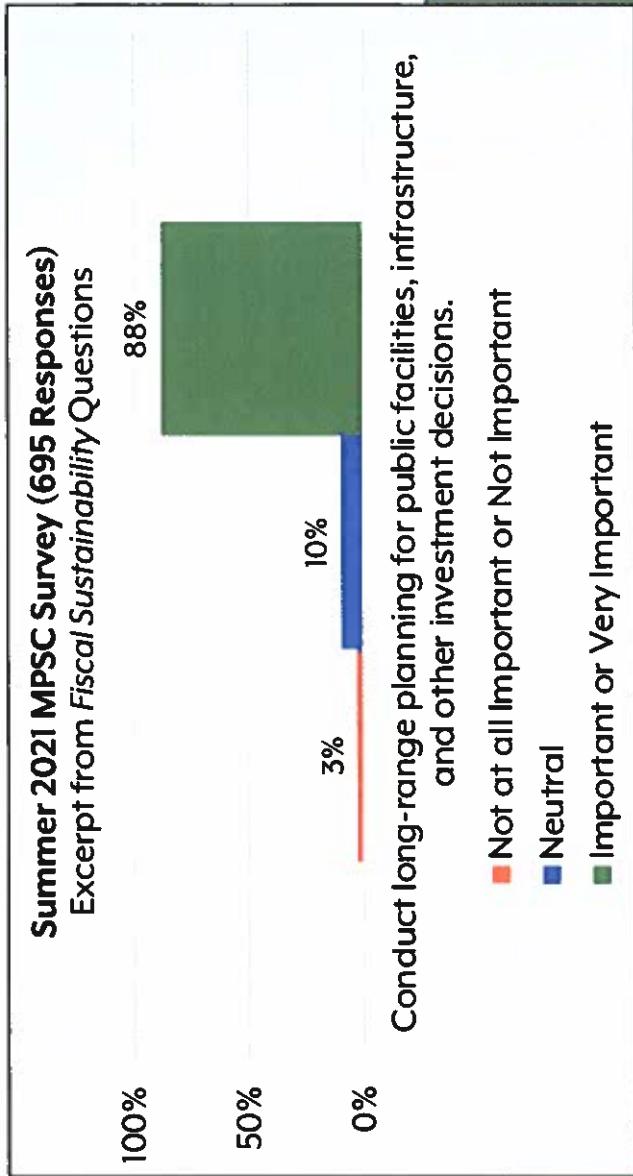
Coordinated Fiscal Planning & Municipal Human Resources

| RECOMMENDATION | CHAPTER |
|---|-----------------------------|
| 6A. Develop and make use of a comprehensive financial model and projection tool that enables the Finance Committee, Select Board, and Town staff to explore options and educate residents about the fiscal impacts of decisions. | Ch.5, Fiscal Sustainability |
| 6B. Establish a committee to investigate the benefits and trade-offs of service regionalization, interlocal agreements, and participation in MAPC's collective purchasing program opportunities. | Ch.5, Fiscal Sustainability |
| 6C. Evaluate municipal organization and staffing structure based upon the findings of the 2021 Governance Task Force and regular assessment of departmental capacity needs. | Ch.5, Fiscal Sustainability |

KEY RECOMMENDATIONS

Coordinated Facilities Planning

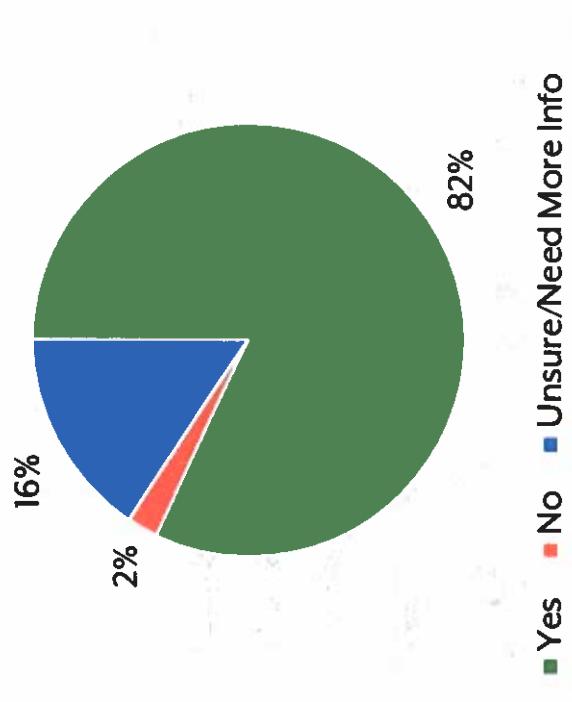
Coordinated Facilities Planning recommendations encourage comprehensive long-term exploration of facilities needs and capital improvements rather than approaching on a project-by-project basis.



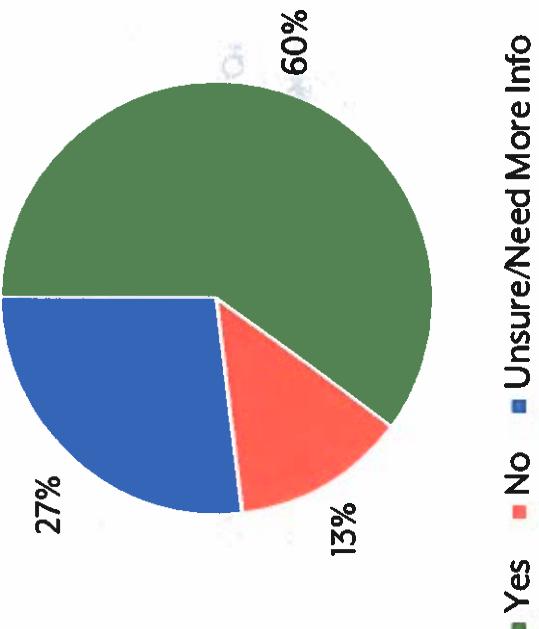
KEY RECOMMENDATIONS

Coordinated Facilities Planning

Fall 2021 MPSC Survey (634 Responses)
Should the Town develop and follow a multi-year Planned Preventative Maintenance program for its facilities?



Fall 2021 MPSC Survey (634 Responses)
Should the town allocate funding to develop a long-term facilities plan to guide decisions about future building projects?



KEY RECOMMENDATIONS

Coordinated Facilities Planning

Carlisle Master Plan
Municipal Facilities Data Table
Preliminary Summary of Maintenance and Capital Needs

| Facility | Current size (SF) | Deferred Needed | Maint Needed | Unmet Space Needs |
|-------------------------------|----------------------|-----------------------|-----------------|-------------------------|
| Town Hall- office and storage | 7,200 | YES | YES | YES |
| Fire Station | 6,300 | YES | YES | YES |
| Police Station | 6,600 | YES | YES | YES |
| Carlisle Public School | 134,100 | YES | TBD | TBD |
| Public Works | 7,900 | YES | YES | YES |
| Gleason Public Library | 9,700 | | | |
| Highland Building | 7,200 | | | |
| Bog House | 6,000 | | | |
| Council on Aging | | YES | YES | |
| Recreation/ Cultural | | | | |
| Workforce Housing | | | | YES |
| | | <u><u>185,000</u></u> | Approx | |



KEY RECOMMENDATIONS

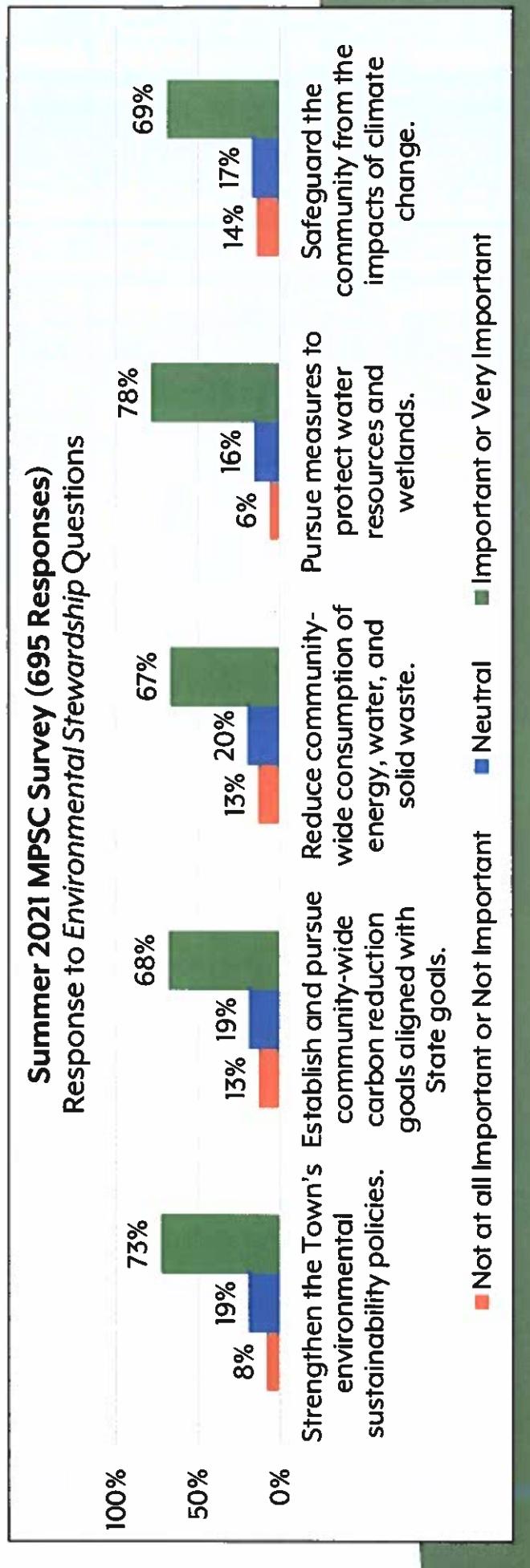
Coordinated Facilities Planning

| RECOMMENDATION | CHAPTER |
|---|-----------------------------|
| 7A. Develop and maintain a rolling long-term facilities plan that anticipates future municipal building needs, including space needs by department, maintenance and rehabilitation needs of existing buildings, and potential scenarios for siting new construction and reuse of existing structures. | Ch.4, Fiscal Sustainability |
| 7C. Develop a planned preventive maintenance strategy for Town buildings, land, and other major facilities to clarify maintenance tasks and responsibilities. | Ch.4, Fiscal Sustainability |
| 7D. Use the findings of the Public Safety Facilities Task Force to make decisions regarding necessary improvements to support the Town's public safety needs. | Ch.4, Fiscal Sustainability |
| 21A. Support intergenerational community needs by finding space for programs within the existing inventory of municipal properties or in a new Community Center to be evaluated as part of the Town Facilities Plan (7A) and Banta Davis conceptual study (7B). | Ch.7, Caring Community |

KEY RECOMMENDATIONS

Planning for Environmental Sustainability

Planning for Environmental Sustainability recommendations ensure that the Town plans in a manner consistent with the community's strong environmental commitment and history.



KEY RECOMMENDATIONS

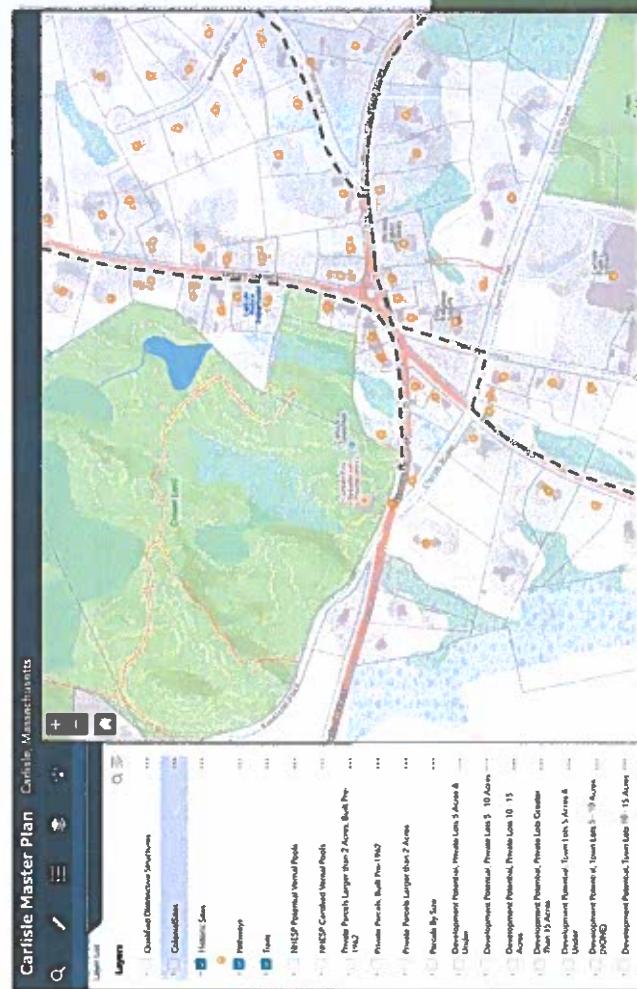
Planning for Environmental Sustainability

| RECOMMENDATION | CHAPTER |
|--|---------------------------------|
| 1C. Develop and implement management plans to protect natural resources against ecosystem threats, including invasive species, plant diseases, contamination, and over-use. | Ch.3, Caring Community |
| 15D. Using the Path to Zero Emissions report as a starting point, develop a detailed implementation plan for achieving goals and a framework for tracking and evaluating progress over time . | Ch.6, Environmental Stewardship |

KEY RECOMMENDATIONS

Additional Tools

Additional Tools to support the Town's ability to conduct long-range strategic planning include **increased staff and volunteer capacity** to oversee the implementation of this Master Plan and **technology resources**.



KEY RECOMMENDATIONS

Additional Tools: Staff & Volunteer Capacity

| RECOMMENDATION | CHAPTER |
|--|---------------------------------|
| 4A. Increase staff capacity to facilitate coordinated long-range planning efforts by hiring a Town Planner or similar position. | Ch.3, Caring Community |
| 13C. Establish a Master Plan Implementation Committee (MPIC) that is comprised of members from multiple town boards, committees, and commissions and reports to the Select Board and Planning Board for the duration of the implementation of this Master Plan. | Ch.5, Connectivity & Access |
| 15A. Dedicate professional staff to support environmental stewardship and sustainability efforts. | Ch.6, Environmental Stewardship |
| 15B. Establish an environmental stewardship volunteer committee to work with paid staff to develop an implementation plan as described in 15D. | Ch.6, Environmental Stewardship |
| 20E. Provide professional staff support for housing related initiatives. | Ch.7, Caring Community |

KEY RECOMMENDATIONS

Additional Tools: Technology Resources

| RECOMMENDATION | CHAPTER |
|--|-----------------------------|
| 4B. Introduce integrated municipal use of GIS to explore and inform future land use, zoning, and other municipal decisions. | Ch.3, Carlisle Character |
| 12B. Develop a Municipal Communication and Technology Strategy to address needs for information sharing, two-way communication, cybersecurity, and digital storage. | Ch.5, Connectivity & Access |

MEETING TOPICS

- ✓ Introductions
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- Approach to Implementation

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APPROACH TO IMPLEMENTATION

MPSC and Planning Board continue path toward plan completion and adoption

Select Board begins process of appointing Master Plan Implementation Committee

Master Plan Implementation Committee, reporting to SB, interfaces with other Town bodies to track and report progress on implementation of this plan.

MEETING TOPICS

- ✓ Introductions
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➤ Proposed Plan for Public Input

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PROPOSED PLAN FOR PUBLIC INPUT

- Draft Plan posted for 30 days with link to provide feedback
 - MPSC's Master Plan Outreach Team will review input and compile for MPSC
 - MPSC will meet to review feedback and consider changes to plan
 - Revised plan will be submitted to PB for acceptance



Plan Feedback

Carlisle Forward Master Plan

This form to provide feedback on the CARLISLE FORWARD Master Plan. This form will remain open until _____. All feedback will be reviewed and considered by the Master Plan Steering Committee. You should receive an email confirmation of your responses; if you do not receive such a receipt, your feedback may not have been recorded.

terplan@gmail.com

Thank you for completing this form, please email caris@emaze.com if you have any questions or comments.

Sign in to Google ...

Sign in to Go

Email

MEETING TOPICS

- ✓ Introductions
- ✓ Document Organization
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FEEDBACK ON RECOMMENDATIONS

Draft recommendations were shared with the chairs of boards, committees, and commissions on January 3, 2022 along with a link to submit feedback.

The following groups provided input:

- Planning Board
- Recreation Commission
- Cultural Council
- Land Stewardship Committee
- Trails Committee
- Historical Commission
- Carlisle Conservation Foundation

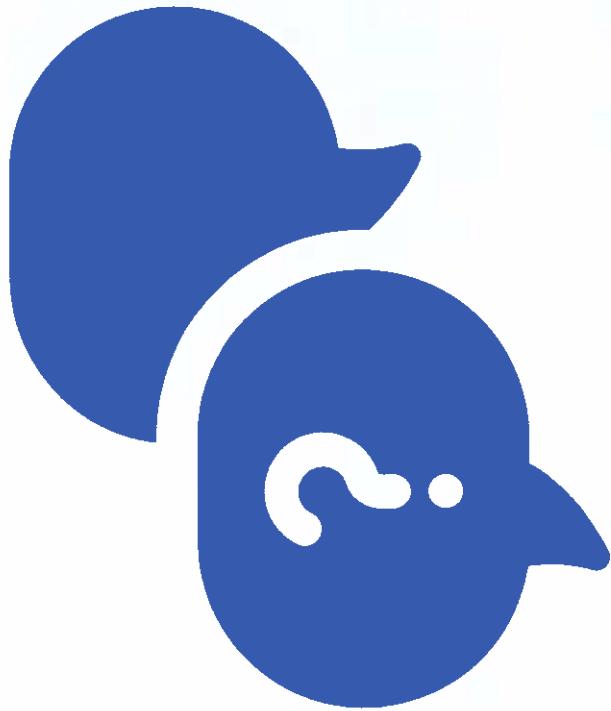
The MPSC will continue to accept comments from boards, committees, and commissions through the public comment period.



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QUESTIONS?



CARLISLE
FORWARD
Path to a Sustainable Future

THANK YOU!

